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EFFECT OF INFORMATION TECHNOLOGY ON HUMAN RESOURCE RECRUITMENT: A STUDY OF MTN NIGERIA OWERRI, IMO STATE, NIGERIA

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Abstract

This study focused on the effect of information technology on human resources recruitment using MTN Nigeria Owerri as the focal point. The study was carried out to determine how e-recruitment process could add value to organizational effectiveness. In line with the above, two research objectives, two research questions and two research hypotheses guided the study. The researchers used descriptive survey through which the questionnaire was employed to collect data. Simple percentage and regression statistics were used fror data analysis. It was discovered that there is significant relationship between cost of IT recruitment process and MTN effectiveness and there is significant effect of timeliness of IT information on human resources recruitment in MTN. Based on the findings, the research recommends that human resources managers should always encourage the use of e-recruitment process in their establishment so as to attract qualified manpower for the organizational good. Furthermore, considering its advantages, the existing staff in the organization should be trained in all e-format so as to contribute for organizational good.

Key Words:
Information Technology, Human Resources Recruitment, Cost of IT Recruitment Process, Effectiveness, Timeliness and Information.

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INTRODUCTION

The availability of competent and efficient labor force does not happen by gambling but through an articulated recruitment exercise. Human resources can be ranked among the prime or most important resources needed for the achievement of organizational goals, hence it has the capacity to mar or develop the organization. Therefore, any organization that wants to achieve its set objectives should be effective, goal oriented and more professional in all matters concerning recruitment of the organizational manpower. This is because for organization to be successfully, organizations need human resources to manage and harness other organizational resources into achieving the goals. Alugbuo (2007) opined that recruitment can simply be defined as the process of finding sources of manpower to match job requirements and specification. It includes actions taken by an organization to attract sufficient numbers of high caliber manpower to enable adequate selection to be made. The general focus of recruitment is to employ credible manpower which could be utilized to achieve organizational growth (Adu-Darkoh, 2014).

Recruitment and selection can play a pivotally important role in shaping an organization's growth, effectiveness and performance, through ensuring worker performance and positive organizational outcomes. This is because recruitment and selection of workers occurs not just to replace departing employees or add to a workforce, but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009). Here, a well articulated recruitment and selection of qualified staff will lead to increase in productivity, heightened morale, reduce supervision, efficiency, effectiveness, increased organizational growth and stability. In recent time, the use of IT has come to revotionarised organizational activities; hence the use of IT in human resources recruitment. Organizations are now adapting to the high level of innovation in information technology for their betterment.

Considering the high level of globalization, enhanced technology, and innovation in the global system, many organizations have come to adopt e-recruitment in recruiting their human resources. Electronic recruitment (e-recruitment) has in recent times gained tremendous popularity in Nigeria as a result of enormous benefits of adopting the concept (Ozuru & Chikwe, 2015). It is estimated that it costs only about one twentieth as much to recruit a job applicant through electronic device (online), if it is the only method used as it does to hire the same person through traditional methods. According to Amusan and Oyediran (2016),

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the development of IT or e-recruitment system is web-based tool used in order to reduce communication gap between job seekers and employers. E-recruitment, also known as online recruitment, is the practice of using technology, and in particular, Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel.

STATEMENT OF THE PROBLEM

The benefit of recruitment using IT facilities which is also called e-recruitment for organization and prospective employees cannot be overemphasized. However, many Nigerian organizations (MTN inclusive) in most cases do not follow the stipulated standard in executing their e-recruitment process. Also, in Nigeria where there is constant problem of power supply, people who ought to get information on e-recruitment may not because of inadequate power system in their area, poor network service in their area and even lack of finance to procure/utilize the needed e-facilities for apply for e-recruitment.

In most Nigerian organizations, the electronic recruitment process after advertisement are not followed strictly; hence people still submits hard copy credentials/applications for recruitment. In this direction, Ubah (2015) stated that the implementation of electronic recruitment in Nigeria is actually faced with numerous challenges and such challenges are actually affecting both the organization and to be employees. Such challenges include poor IT knowledge, poor services from network provides, poverty in our system, the issue of irregular power supply and the inability of the recruiting firm to adhere to e-platform procedures.

OBJECTIVES OF THE STUDY

The general objectives of this study focused on the effect of information technology on human resources recruitment. Specifically, the objectives include:

1. To examine the relationship between cost of IT recruitment process and MTN effectiveness.
2. To determine the effect of timeliness of IT information on human resources recruitment n MTN.

RESEARCH QUESTIONS

Based on our statement and objective, the following research question guided the study.

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1. What is the relationship between cost of IT recruitment process and MTN effectiveness?
2. What are the effects of timeliness of IT information on human resources recruitment n MTN.?

RESEARCH HYPOTHESES

Based on our objective and research questions, the following hypotheses were formulated and used.

Ho1: There is no significant relationship between cost of IT recruitment process and MTN effectiveness.

Ho2: There is no significant effect of timeliness of IT information on human resources recruitment n MTN.

CONCEPTUAL REVIEW

The Concept of Information Technology

Information technology (IT) is concerned with managing and processing information using electronics, computers and computer software to convert, store, protect, process, transmit and retrieve information. The advancement from information technology (IT) to information and communication technology (ICT) was the result of the advent of the internet, broadband connections and broad wave transmission energy, enabling a wider applicability in business, education and the like (Onuma, 2007). IT is a generic term that covers the acquisition, processing, storage and dissemination of information. It involves the application of computers and communication technology in the task of information handling, information and information flow from the generation to the utilization levels. According to Kumbar (1995), IT means various means of obtaining, storage and transforming information using computer communication and micro-electronics. Rayudh (1993) defined it as the acquisition, processing, storage and dissemination of vocal pictorial, textual and numerical information by microelectronics based combination of computer and telecommunications. UNESCO defines IT as scientific technology and engineering disciplines and the management techniques used in information handling and processing their application, computers and their interaction with men and machines and associated social, economic and cultural matters. According to Enser (1988), any technology develops in three stages. In the first stage, technology enables us to do things that we have been doing, but to do them better, cheaper and faster. In the second stage, technology

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provides new capabilities and enables us to do things that we had not been able to do previously. And in the third stage, technology becomes an integral part of our activities; it affects the way we do things and change our life style.

Armstrong (2009) emphasized that the application of information technology in human resource function can provide better services to line managers, serve as a pipeline connecting a personal policy and personal processes in all organization and thus facilitate personal management in the company, provide important data for a strategic personal decision-making and enable a quick acquiring and analysis of information for HR assistants, and reduce cost labours at performance of personal activities. According to Major (2011), there seems to be agreement by writers on this subject that data processed, analyzed, interpreted and made meaningful to the recipient of a message constitutes information. At a basic level, technology is conceptualized as the use of information to gain control over nature in order to survive the complexities and challenges caused by a changing environment and further using the same to build a civilized culture for achieving higher standards of living.

The Concept of Recruitment

Recruitment has been defined by scholars and human resources professionals in different ways. It's true that the availability of competent and efficient labor force does not happen by gambling but through an articulated recruitment exercise. According to Peretomode and Peretomode (2001) in human resources management, recruitment is simply the process of identifying and attracting or encouraging individuals with the needed skills (potential candidates) to apply to fill existing or future recent position in the organization by making them aware that such vacancies exist. The task of recruitment is concern with the reliability of a pool of potentially employable personnel from which to make selection. Recruitment is the process of generating a pool of capable candidates applying to an organization for employment (Bratton & Gold, 2007). This suggests that applicants with experience and qualifications most closely related to job specifications may eventually be selected. El-Kot and Leat (2008) observation is that recruitment begins with advertising existing vacancies. According to Eze (2002), recruitment is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions effectively. The purpose is to encourage them to apply for the vacant position.

Costello (2006), affirm that recruitment is a set of activities and processes used to legally obtain adequate number of qualified applicant at the right place and time

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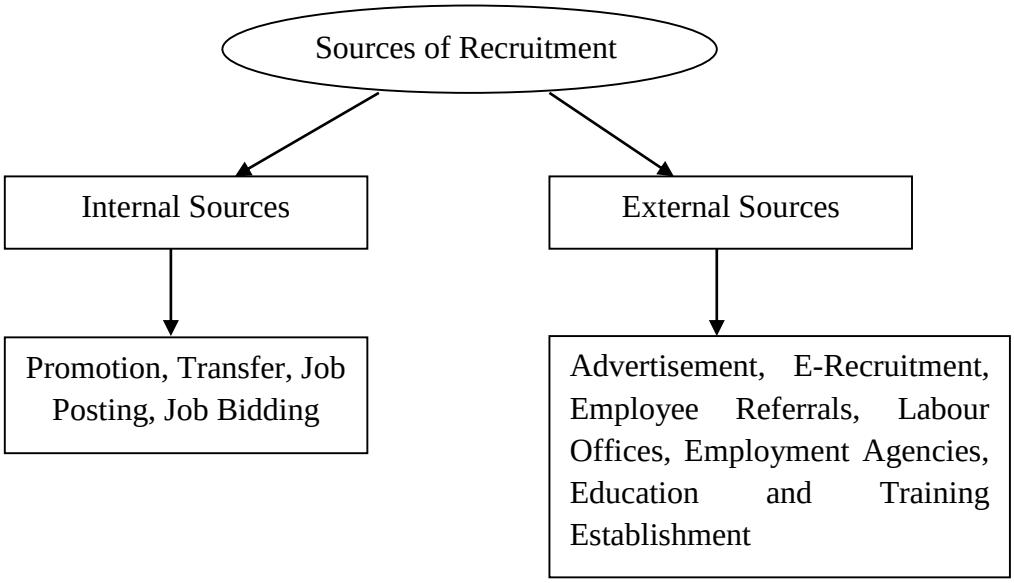
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to enable applicant and the organization to select each other for their own optimum interest. Judging from the above various definition of recruitment as given by professional and scholars, it is apparent that recruitment borders or deals with the plan advertisement of exiting vacant position in an organization in order to wool or attract suitable and qualify applicant to apply for the vacant position or offices for employment in the said organization. Therefore, we can state here that recruitment is the process by which a large number of prospective candidates are attracted by various methods to apply for the positions available. Here it should be noted that wide publicity enables more people to apply for the posts so that there will be much wider choice for selection of the most qualified candidates. The effective response to recruitment will not only depend upon the methods of recruitment, but also the standard of the agency, the terms and conditions offered and the professional and other opportunities available.

Sources of Recruitment

According to Armstrong (2006), the aim of recruitment is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organization. Here, the organization attracts candidates by means of identifying, evaluating and using the most appropriate sources suitable to its system. Scholars have identified two major sources of recruitment, which are internal and external sources. There are many strategies and approaches use in both internal and external sources, and there are fully discussed in this work.

Fig. 2.1: Sources of Recruitment



Source: Prashant (2009)

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1. **Internal sources of recruitment:** Internal recruitment is done when the vacant positions are filled with present employees in the organization (Adu-Darkoh, 2014; Ibrahim, 2014). This is usually done by promoting people to fill the vacant higher positions. For example where a director resigned, a deputy director can be promoted to fill the position instead of employing a new director. This is a good example of an internal recruitment. Armstrong (2000) proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates.
2. **External sources of recruitment:** External source makes it possible to draw a wide range of talent and provide the opportunity to bring new ideas and experience people into organization. It is useful to attracting competent applicants to apply for advertised positions in various organizations. For that, organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to produce the best results. Here, external sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions. Broad varieties of methods are available for external recruiting. External source of recruitment include advertisement, e-recruitment, employment agencies, labour office, education and training establishment (Beardwell & Claydon, 2007; Cober & Brown, 2006).

Human Resources Recruitment Through IT

This is the practice of using web-based resources for tasks involved with searching, attracting, assessing, interviewing and hiring new employees. Armstrong (2009) defines recruitment through the use of IT as a process that uses the internet to advertise or post vacancies, provide information about the jobs and the organization and enable e-mail communication to take place between employers and candidates. This is also called e-recruitment. The function of e-recruitment is to make the processes more productive as well as less expensive. Online recruitment can attract a larger pool of potential employees and smoothens the selection process (Ugo & Ikechukwu, 2017). E-recruitment is a new technological mean for selecting one of the companies' most crucial resources, i.e. human resource.

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This technological innovation improves the process of recruiting knowledge sources by using the internet (Amusan & Oyediran, 2016). It's a fact that today's world is technology based world and we can feel its presence in each sphere of our lives. This technological innovation improves the process of recruiting knowledge sources by using the internet. It allows businesses to make cost savings, update job offers and status at any time, to shorten the recruitment cycle time, to identify and select the best knowledge potential out of a wider range of candidates and gives the company an opportunity to improve its image and profile (Anand & Chitra, 2016). E-recruitment is a process of recruiting candidates for filling vacant position in the companies through the use of internet.

Benefits/Advantages of Human Resources Recruitment Through IT

According to Mathis and Jackson (2006), major benefits of the use of the hard core IT, otherwise known as internet recruitment include cost saving, time saving, generation of expanded pool of applicants, and global catchment opportunity. Other scholars like Newell & Shackleton (2000); Taylor (2002); Torrington, Hall and Taylor (2007) argues that advantages derived include:

- It lowers costs to the organization. Posting jobs online is cheaper than advertising in the newspapers.
- It does not involve intermediaries.
- There is reduction in the time for recruitment.
- It facilitates the recruitment of right type of people with the required skills.
- It enhances improved efficiency of recruitment process.
- It gives a 24 hours access to an online collection of resumes.
- It helps the organizations to weed out the unqualified candidates in an automated way.

Irrespective of time, candidates can check jobs round the clock which give them handiness to search and apply for a better career opportunity (Bhupendra & Swati, 2015). Employers can be more creative and innovative while posting a job on social media or in job portals and also gives a chance to be more appealing than others. According to Kettley and Reilly (2003), e-recruitment has also led to improved internal customer- management relationship. Scholars such as Elkington (2005) and Torrington et al (2007) posit that online recruitment is also capable of generating the following opportunities:

- ✓ Enhances the applicants' experience;

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- ✓ Communicates the employer's image and culture better;
- ✓ Makes the recruitment process faster, more credible and standardized;
- ✓ Increases the diversity of applicants;
- ✓ Provides better management information on applicants;
- ✓ Finds the right candidate for the job.

Some advantages recruitment through IT are:

- ✓ E-recruiting has significantly changed from a "batch mode" to a more efficient "continuous mode".
- ✓ The cost of hiring to the corporations is reduced as compared to traditional recruiting through TV, Radio, Newspapers, and magazines (Ozuru & Chikwe, 2015).
- ✓ The executives have the ability to managed and monitor their entire recruitment process from categorizing and tracking candidates applications to ensuring security in all candidate communications and keeping logs on all correspondence for future references.
- ✓ In recruiting, electronic screening drastically reduces the amount of money that is spent when screening manually.

Disadvantages of Human Resources Recruitment Using IT

Clearly, e-recruiting has the ability to improve efficient, recue costs and transform management recruiting in corporation; however, there are some pitfalls inherent in its use. The pitfalls include:

- ❖ **Costs Issue:** Applicants incur a lot of costs by buying air times at cybercafés to access the employer's website and apply online. Some travel from their villages to distant towns to access the internet in order to complete the recruitment screening.
- ❖ **Increase in application quantity rather than applications quality:** Corporations that implement e-recruiting initiative find the volume of applicant's increases substantially, and for this, they must be prepared to accommodate all applicants.
- ❖ **Loss of Personal Relationships:** Another pitfall is loss of personal relationships with applicants. Recruiting can be perceived as more impersonal when it is conducted via the web (Ozuru & Chikwe, 2015). Technology can be barrier to communication and relationship building. Online systems are sometimes viewed by applicants as rigid and

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impersonal, and such reactions can reduce overall satisfaction with the recruiting process.

- **Website Reliability:** It is not very certain to rely solely on the website to give top applicants a positive feeling about the firm. Instead, it is important to take steps such as personal calls, "snails mail communications, invitations to webinars and online recruiting events, as well as other techniques to build a bond with well qualified applicants.
- **Poor Internet service:** The erratic nature of the internet service in Nigeria is a problem, as some company's websites are empty of online application forms.

THEORETICAL FRAMEWORK

In this study, prospecting and mating theories of recruitment and selection developed by Daniel Kahneman and Amos Tversky in 1979 and popularized by Cascio et al (1981) were used.

Prospecting Theory

The first theory is referred to as the prospecting theory. This theory considers recruitment and selection as a one- way process. That is, when there is the need for organizations to expand or replenish available personnel, they go searching for prospective employees. The theory suggest that individuals place more emphasizes on gains rather than losses and as a result will try to make decisions that contribute to gains, since it's the organization that is seeking for employees. This theory was actually invoked in Nigeria from independent periods till late 1990s. Then, it is the organizations that seek for workers. This made it possible that unemployment was not even the issue since there are few skilled manpower. For that prospective employees have the choice of choosing the most suitable job, hence many employers go for few employees.

Mating Theory

The second theory is referred to as the mating theory. This theory holds that in practice, prospective employees seek out organizations just as organizations seek out prospective employees to replenish their organizations to bring about dynamic equilibrium. The success of recruitment and selection planning depends on two major factors, namely, the timing of organizational recruitment/selection and applicant's job search. The two must meet; else recruitment and selection

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from the organization's perspective and job search success from the applicant's perspective will be a failure. The actual meeting of both organizations and applicants however, is dependent on the satisfaction of three other conditions:

- There must be a common communication medium (e.g. the organization advertises in the IT facility read by the job seeker). The organization advertises must ensure that candidates are reading the e-facilities.
- The job seeker must perceive a match between his or her personal characteristics and stated job requirements. And
- The job seeker must be motivated to apply for the job (through e-facility or others).

This theory was employed because, in Nigeria today, it is the candidates, or to be employees that are actually seeking for job, and not on the other way round. This is as a result of the facts that mating stipulates that it is the workers that use all the known strategies and means to look out for organizations that have vacancies and apply for recruitment.

EMPIRICAL STUDIES

Akpanabia and Ubah (2018) investigated the impact of information communication technology in university administration in Imo State University. Notwithstanding the impact of ICT in achieving administrative efficiency in any organization, the use of information communication technology in many organizations in Nigerian is faced with inadequate infrastructure, inadequate ICT trained manpower, lack of fund and poor communication system and other problems in Nigeria. Therefore, the researcher used communication theory in examining the impact of ICT in University Administration. Questionnaire served as the instrument of data collection. The entire Imo State University staff made up the population from where 90 staff were sampled (though 70 questionnaire were returned and used), using simple random sampling technique. The data collected were presented in tables and analyzed using simple percentage and a combination of histogram and frequency polygon, and the hypothesis tested using chi-square. The findings revealed that there is significant impact of ICT in enhancing administrative performance in IMSU. And that the problem of finance, inadequate training manpower, network problem etc are challenges affecting ICT utilization in the university system. It was therefore recommended that the Nigerian government, the university stakeholders and the Nigerian people should provide

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ICT facilities like computer, projector and internet etc in Imo State University; train manpower for effective ICT utilization and provide the infrastructure for effective utilization of ICT. It was therefore concluded that the achievement of educational goal in our university system and sustainable development in our country are dependent on the availability and utilization of ICT in Nigerian organizations.

Aminchi, Amina, Abba and Salau (2014) write on recruitment, selection and placement of human resource in adult education organization: implications for the management of adult education Borno State Nigeria. Descriptive survey design was used, and a population of 2300 and 38 adult education students and teachers respectively were used. From the population, 200 respondents were sampled. The data were collected through questionnaire and interview system. The data collected were analysed using SPSS. The study discovered that recruitment, selection and placement of human resource is a major part of an organization overall resourcing strategies which identify and secure people needed for the organization to survive and succeed. Better recruitment and selection procedure results in improved organizational outcomes. The work concludes that it is important to determine the strategy by which the recruit, select and place organization employee and the contingent workforce in terms of their skills and technical abilities, especially in adult education organization.

Adu-Darkoh (2014) studied employee recruitment and selection practices in the construction industry in Ashanti Region. The purpose of this study is to identify employee recruitment and selection practices in the construction industry within the Ashanti region. An entire list of sixty-two (62) contractors obtained from Ashanti Region branch of Association of Building and Civil Engineering Contractors of Ghana (ABCECG, 2014) was used for the study. Questionnaires comprising of both closed and open-ended multi-choice type of questions were used to ascertain respondents" views on peculiar issues pertaining to employee recruitment and selection practices. The data obtained from the survey were then analyzed with the use of SPSS. The findings of the study revealed that out of the 16 identified recruitment and selection methods, the most frequently used medium of employee selection, in the order of highly recognized method includes newspaper advert, in-house (internal recruitment), labour office, employee referrals, radio advert and lastly internet recruitment. In-house recruitment, Initial job offers, internet recruitment, newspaper advert and radio advert are five (5) key quantifiable recruitment and selection methods, which influence construction workers" performance. A number of challenges were identified as barriers

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hindering effective recruitment and selection of workers, which includes: poor human resource (HR) planning, ineffective job analysis, competency level on the part of employee, cost of recruitment and selection of employees, lack of human resource department and poor working conditions of workers. It was recommended that before recruitment and selection all job profiles reflect the real requirements of the job.

RESEARCH GAP

Many studies have been executed on information technology, human resource recruitment, information communication technology and globalization. But none of the past studies covered our exact subject matter. For example, Akpanabia and Ubah (2018) investigated the impact of information communication technology in university administration in Imo State University. Aminchi, Amina, Abba and Salau (2014) write on recruitment, selection and placement of human resource in adult education organization: implications for the management of adult education Borno State Nigeria. Adu-Darkoh (2014) studied employee recruitment and selection practices in the construction industry in Ashanti Region. But, it's a fact that most of the studies were not empirically based as the only discuss the theoretical aspect of the topics. Considering the above, research gap exist and there is need for this study.

METHODOLOGY

- **Research design:** In this research work, a cross-sectional survey design was used. It involves the use of a self designed questionnaire in collecting data from the respondents. This method was chosen in order to make reference to phenomena as they exist in real life and it is relatively economical in terms of time and resources.
- **Population of the study:** The target population for this study is employees of MTN Nigeria, Owerri. The accessible population for this study is fifty two (52) employees drawn from five departments (administrative dept, IT dept, operations dept, human resources dept, and accounts dept) (**source:** Human Resources Department of MTN in Owerri Branch, 2023).
- **Sampling technique/sample size determination:** The study adopted a purposive sampling technique. This is because the study is focused on one organization (MTN). To determine the sample, the study used Taro Yamane formula as follows:

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$$n = \frac{N}{1+N(e)^2}$$

Where

n = the sample size

N = population of entrepreneurial operators.

e^2 = square of maximum allowance for sampling error at 5% level of significance.

$$n = \frac{52}{1+52\ (0.05)^2}$$

$$n = \frac{52}{1+52\ (0.0025)}$$

$$n = \frac{52}{1+0.13}$$

$$n = \frac{52}{1.13}$$

n = 46

Table 1: Distribution of questionnaire.

S/N	Departments	No. of staff	Number distributed	Number returned
1	Administrative department	9	8	43
2	Information technology department	22	19	12
3	Operation department	10	9	95
4	Human resources department	4	4	30
5	Accounts department	7	6	20
	Total	**52**	**46**	**200**

Source: Research survey (2023)

- **Validity of instrument:** Baridam (2001) defined validity as the appropriateness of or the extent to which an instrument measures what it intends to measure. Validity of the instrument used was ascertained using face validity.
- **Reliability of instrument:** The reliability of the instrument is determined with Cronbach Alpha. The result of the test revealed that all the constructs falls within 0.70 - 0.80 respectively

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- **Method of data collection:** Primary and secondary data were used in this study. The primary data is the questionnaire which was used to collect responses from the respondents while the secondary data include journals, textbooks and other internet related materials.
- **Data analysis technique:** Simple regression was used to analyze the hypotheses while frequency distribution was used to analyze respondents' demographics. Simple regression indicates that significant relationship between dependent variable and independent variable. It also indicates the strength of impact of multiple independent variables on a dependent variable. Regression analysis also allows researchers to compare the effects of variables measured on different scales such as the effect of price changes and the number of promotional activities. The mathematical model of regression equation is written as thus:

$IT = \beta_0 + \beta_1 RCT + \beta_2 TR + \varepsilon t$ ……(1)

Where RCT = recruitment
TR = training
IT = information technology
HRM = human resources management
εt = error term
β0 = constant term

DATA ANALYSIS

The demographics of the respondents' are presented in table below.

Table 2: Gender distribution.

Gender	Responses	Percentage (%)
Female	14	30
Male	32	70
Total	**46**	**100**

Source: Research survey (2023)

The table above shows the gender characteristics of the respondents from MTN Nigeria, Owerri branch. 14 respondents representing 30% were females while 32 respondents representing 70^ were males. This indicates that males occupy a larger number of positions at MTN Owerri branch.

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Table 3: Years in service.

Number of years	Responses	Percentage (%)
1-2 yrs	12	26
2-3 yrs	6	13
3-4 yrs	18	39
5 yrs and above	10	22
Total	**46**	**100**

Source: Research survey (2023)

The above table shows the number of years in service of the respondents. 12 respondents representing 26% have been in service between 1-2 yrs, 6 respondents representing 13% have been in service between 2-3 yrs, 18 respondents representing 39% have been in service between 3-4 yrs and 10 respondents representing 22% have been in service between 5 yrs and above. This implies that 18 respondents which represent 39% consist of the workforce at MTN Owerri branch.

Table 4: Educational qualification.

Qualification	Responses	Percentage (%)
WAEC/NECO	0	0
OND/HND	6	13
B.Sc/B.Eng	28	61
B.Tech	12	26
Total	**46**	**100**

Source: Research survey (2023)

Table 4 above shows the educational qualification of the respondents. 6 respondents representing 13% are OND/HND holders, 28 respondents representing 6% are B.Sc/B.Eng degree holders and 12 respondents representing 26% are B.Tech degree holders. This indicates that employees with B.Sc/B.Eng degrees constitute the majority of participants in this study.

Analysis of Responses

The collation of participant responses with regards to information technology and human resource management was analyzed in this section using frequency distribution.

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Table 5: Analysis of responses on accuracy of information.

Statement	Responses	Percentage (%)
Strongly agree	22	48
Agree	10	22
Strongly disagree	8	17
Disagree	2	4
Undecided	4	9
Total	**46**	**100**

Source: Research survey (2023)

The table above shows response rate on accuracy of information in the organization. 22 respondents representing 48% strongly agree, 10 respondents representing 22% agree, 8 respondents representing 17% strongly disagree, 2 respondents representing 4% disagree and 4 respondents representing 9% were undecided. This implies that 18 respondents which represent 39% consist of the workforce at MTN Owerri branch.

Table 6 Analysis of response on timeliness of information.

Statement	Responses	Percentage (%)
Strongly agree	31	67
Agree	10	22
Strongly disagree	3	7
Disagree	0	0
Undecided	2	4
Total	**46**	**100**

Source: Research survey (2023)

Table 6 above shows the statement on timeliness of information for effective human resources management. 31 respondents representing 67% strongly agree, 10 respondents representing 22% agree, 3 respondents representing 7% strongly disagree and 2 respondents representing 4% were undecided. This means that 31 respondents strongly agree on the need for timeliness of information for human resources management.

Table 7: Analysis of responses on recruitment.

Statement	Responses	Percentage (%)
Strongly agree	15	33
Agree	24	52
Strongly disagree	0	0
Disagree	2	4

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Undecided	5	11
Total	**46**	**100**

Source: Research survey (2023)

The table above shows the response on application of information technology on recruitment at MTN. 15 respondents representing 33% strongly agree, 24 respondents representing 52% agree, 2 respondents representing 4% disagree and 5 respondents representing 11% were undecided. This implies that 24 respondents agreed that information technology improves recruitment process at MTN.

Table 8: Analysis of responses on training.

Statement	Responses	Percentage (%)
Strongly agree	21	46
Agree	16	35
Strongly disagree	2	4
Disagree	0	0
Undecided	7	15
Total	**46**	**100**

Source: Research survey (2023)

The above table shows the responses on the application of information technology on training. 21 respondents representing 46% strongly agree, 16 respondents representing 35% agree, 2 respondents representing 4% strongly disagree and 7 respondents representing 15% were undecided. This means that 21 respondents strongly agreed on the application of information technology on human resources management at MTN.

ANALYSIS OF HYPOTHESES

Simple regression was used to analyze the two null hypotheses with the aid of Statistical Package for Social Sciences (SPSS 20.0) as presented below:

Ho1: There is no significant relationship between cost of IT recruitment process and MTN effectiveness.

Model Summary

Model	R	R-square	Adjusted R-square	Std. Error of the Estimate
1	.477[a]	.228	.210	1.05899

a. Predictors: (Constant), Accuracy

ANOVA

Model		sum of square	df	Mean square	F	Sig.
1	**Regression**	14.569	1	14.569	12.991	.001[b]
	Redidual	49.344	44	1.121		
	Total	63.913	45			

a. Dependent variable: Recruitment

b. Predictors: (Constant), Accuracy

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.158	.271		4.269	.000
	Accuracy	.432	.120	.477	3.604	.001

a. Dependent Variable: Recruitment

The results above revealed that the p-values of accuracy of information and recruitment (.001) is less than level of significant (0.05) which implies that the null hypothesis will be rejected and alternate hypothesis accepted. The value of R^2 for the model is .228 which is significant as given by p-value (.000[b]) of F static in ANOVA table. Therefore, since the F calculated (12.991) > (4.06) tabulated, reject the null hypothesis and accept the alternate hypothesis. This study therefore states that there is significant relationship between cost of IT recruitment process and MTN effectiveness.

Ho2: There is no significant effect of timeliness of IT information on human resources recruitment in MTN.

Model Summary

Model	R	R-square	Adjusted R-square	Std. Error of the Estimate
1	.680[a]	.463	.450	.88350

b. Predictors: (Constant), timeliness

ANOVA

Model		sum of square	df	Mean square	F	Sig.
1	Regression	29.568	1	29.568	37.879	.001[b]
	Redidual	34.345	44	.781		
	Total	63.913	45			

c. Dependent variable: training

d. Predictors: (Constant), timeliness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
	(Constant)	.929	.212		4.387	.000
		.705	.115	.680	6.155	.000

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1 **Timeliness**					

b. Dependent Variable: Training

Results above shows that the p-values of timeliness of information and training (.000) is less than level of significant (0.05) which implies that the null hypothesis will be rejected and alternate hypothesis accepted. The value of R^2 for the model is .463 which is significant as given by p-value ($.000^b$) of F static in ANOVA table. Therefore, since the F calculated (37.879) > (4.06) tabulated, reject the null hypothesis and accept the alternate hypothesis. This study therefore states that there is significant effect of timeliness of IT information on human resources recruitment in MTN.

DISCUSSION OF FINDINGS

From the data analysis in line with our research hypothesis one, this study discovered that there is significant relationship between cost of IT recruitment process and MTN effectiveness. The above hypothesis result could be confirmed in SPSS result for hypothesis one. This is in line with the view of Ubah (2015) who stated that ICT use in recruitment process reduced the cost of recruitment significantly. Also, Agu (2017) was of the view that e-recruitment add positive value to organizational effectiveness through cost reduction etc.

In line with our hypothesis two, this study discovered that there is significant effect of timeliness of IT information on human resources recruitment in MTN. This is in line with the view of Costello (2006) who noted that the issue of e-recruitment in most cases is timely and enable prospective job seekers to apply appropriately. Amusan and Oyediran (2016) also observed that electronic recruitment have timeliness as one of its advantages over conventional recruitment process.

CONCLUSION

The benefit of e-recruitment over conventional method cannot be overemphasized. Organizations and firms in recent time are using this process to enhance their effectiveness and efficiency in recruitment process. This study therefore discovered that there is significant relationship between cost of IT recruitment process and MTN effectiveness and there is significant effect of timeliness of IT information on human resources recruitment in MTN. Based on the above, it is concluded here that the attraction of qualified human resources to apply for advertised job in organizations, ICT facilities must be utilized in the recruitment process; hence e-recruitment has come to add value to organizational effectiveness.

RECOMMENDATIONS

Based on the findings, the following recommendations were made.

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1. Human resources managers should always encourage the use of e-recruitment process in their establishment so as to attract qualified manpower for the organizational good.
2. Considering its advantages, the existing staff in the organization should be trained in all e-format so as to contribute for organizational good.

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